

# **Durham Local Area and Regional Workforce Development Area Plan**

## **Workforce Innovation and Opportunity Act**

### **Title I**

#### **Four-Year Plan July 1, 2016 – June 30, 2020**

*Durham Workforce Development  
Board (DWDB)  
302 East Main Street Bldg 5-100  
Durham, North Carolina 27701*

## **I. Local Area Outline**

### **A. Local Area Overview**

1. Provide the Local Area's official (legal) name as it appears on the local Consortium Agreement established to administer the Workforce Innovation and Opportunity Act (WIOA) or, if not a Consortium, in the formal request for Local Area designation. If the Local Area is a Consortium, attach a copy of the current Consortium Agreement. Name document: Local Area Name Consortium Agreement.

**See attached Durham Local Area Consortium Agreement.**

2. Provide the name, title, organization name, address, telephone number and e-mail address of the Workforce Development Director.

**Esther Coleman, Executive Director  
Durham Workforce Development Board  
807 E. Main Street Suite 5-100  
Durham, NC 27701  
(919) 560-4965  
[esther.coleman@durhamnc.gov](mailto:esther.coleman@durhamnc.gov)**

3. Provide the name, elected title, local government affiliation, address, telephone number and e-mail address of the Local Area's Chief Elected Official.

**William V. (Bill) Bell  
Mayor, City of Durham  
101 City Hall Plaza  
Durham, NC 27701  
(919) 560-4333  
[william.bell@durhamnc.gov](mailto:william.bell@durhamnc.gov)**

4. Provide the name, title, business name, address, telephone number and e-mail address of the individual authorized to receive official mail for the Chief Elected Official, if different than question 3.

**Evelyn Wright-Corbett, Administrative Assistant  
Mayor's Office  
City of Durham  
101 City Hall Plaza  
Durham, NC 27701  
(919) 560-4965 ext. 12259  
[evelyn.wright-corbett@durhamnc.gov](mailto:evelyn.wright-corbett@durhamnc.gov)**

5. Provide the name, address, telephone number of the Administrative/Fiscal Agent responsible for disbursing Local Area WIOA grant funds. This is the entity responsible for the disbursement of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].

**City of Durham**  
**807 E. Main Street Suite 5-100**  
**Durham, NC 27701**  
**(919) 560-4965**

6. Provide the name, title, organization name, address, telephone number and e-mail address of the Administrative/Fiscal Agent's signatory official.

**Thomas J. Bonfield**  
**City Manager**  
**101 City Hall Plaza**  
**Durham, NC 27701**  
**(919) 560-4222**  
[thomas.bonfield@durhamnc.gov](mailto:thomas.bonfield@durhamnc.gov)

7. Attach a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'. Name document: Administrative Entity Name Organizational Chart.

**See the attached Administrative Entity Organizational Chart**

8. Provide the Administrative Entity's Data Universal Numbering System (DUNS) number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website (<https://www.sam.gov/ccr/>) to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

**DUNS: 0755666950000**  
**CCR: 3YRE9**

9. Provide the Workforce Development Board member's name, business title, business name and address, telephone number and e-mail address. The first block is reserved to identify the Board chairperson. Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area Name WDB List.

**See the attached Durham Local Area WDB List.**

10. Attach the Workforce Development Board By-laws including date adopted/amended. Name document: Local Area Name WDB By-laws.

**See the attached Durham Local Area WDB By-laws.**

11. Describe how the Workforce Development Board meets the Sunshine Provision.

**Public Comment - The workforce development board posts the proposed Local Plan for public access on the City of Durham Office of Economic and Workforce Development Board website, and a paper copy will be available in City Hall. The public may make comments for a 30-day period beginning on the date the proposed plan is made available. Any comments in disagreement will be submitted to the Division of Workforce Solutions. [WIOA Section 108(d)]**

12. Describe how the workforce development board will make copies of the proposed Local Plan available to the public. [WIOA Section 108(d)]

**The Durham Workforce Development Board will make the proposed Local Plan available to the public on its website. Additionally, a paper copy of plan will be available in City Hall along with comment cards for access to people without computer access. The DWDB will receive public comment not later than the end of the 30-day period beginning on the date the proposed plan is made available; and will submit any comments that represent disagreement with the Plan. If comments come in after the Plan is submitted that represent disagreement with the Plan, we will make an administrative adjustment.**

13. Attach a copy of the Local Workforce Development Board's organizational chart with an 'effective as of date.' Include position titles. Name document: Local WDB Name Organizational Chart.

**See the attached Durham Local Area WDB Organizational Chart.**

14. Provide the Local Workforce Development Board's planned meeting schedule to include time, dates and location.

DWDB MEETINGS		
DATE	TIME	LOCATION
July 28, 2016	8:30 AM – 10:00 AM	Historic Parrish Street Forum 108 W. Parrish Street Ground Floor Conference Room
September 22, 2016	8:30 AM – 10:00 AM	Historic Parrish Street Forum 108 W. Parrish Street Ground Floor Conference Room
November 17, 2016	8:30 AM – 10:00 AM	Historic Parrish Street Forum 108 W. Parrish Street Ground Floor Conference Room
January 26, 2017	8:30 AM – 10:00 AM	Historic Parrish Street Forum 108 W. Parrish Street Ground Floor Conference Room
March 23, 2017	8:30 AM – 3:30 AM	DWDB Retreat TBD
May 25, 2017	8:30 AM – 10:00 AM	Historic Parrish Street Forum 108 W. Parrish Street Ground Floor Conference Room

15. List the county/counties that comprise the Local Area. List the July 1, 2016 population estimates by county (ies) in the Local Area. (Reference: North Carolina State Demographics “County/State projections,” found at [www.demog.state.nc.us](http://www.demog.state.nc.us) or, if another source is used, identify source.)

**Durham County – July 1, 2016 population estimate: 303,416 (Source: AccessNC)**

16. Attach a copy of the signed ‘Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions’ (form provided). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, participants’ responsibilities.] Name document: Local Area Name Debarment Form.

**See the attached Durham Local Area Debarment Form.**

17. Submit the original Workforce Development Board and Chief Elected Official (CEO) Signatory Page (form provided), bearing the original signatures of the Chief Elected Official(s) and the Workforce Development Board Chairman and attach a copy of the signed document. Name document: Local Area Name Signatory Page.

**See the attached Durham Local Area Signatory Page.**

## **B. Local Area Planning**

*Each local Workforce Development Board shall develop and submit a comprehensive four-year local Plan. The local Workforce Development Board is encouraged to keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Plans will require a modification at least every two years to reflect labor market changes and economic conditions.*

1. Provide a description of the Workforce Development Board’s strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

**The Durham Workforce Development Board (DWDB) envisions a competitive workforce system that consistently meets the needs of Durham businesses, jobseekers, and youth. As such, the DWDB has approved two goals in its 2015-17 Strategic Plan as follows:**

- **Goal 1: Implement and sustain comprehensive workforce development initiatives that create conditions for success between jobseekers, educators, and employers.**
- **Goal 2: Strengthen and simplify service delivery that engages all of the workforce community including special program models for youth.**

**For the purposes of continuous formative and summative assessment of performance accountability measures, the DWDB has established the following accountability measures:**

- **% of unemployed NCWorks: Connecting Talent to Jobs system registrants that find employment**
- **% of NCWorks: Connecting Talent to Jobs system registrants in job training programs that find employment**
- **% of NCWorks: Connecting Talent to Jobs system registrants that find employment after completing a job training program and who remain employed after six months**
- **# of net new jobs posted in the NCWorks: Connecting Talent to Jobs system**
- **# of net new businesses that post job listings in the NCWorks: Connecting Talent to Jobs system**
- **Literacy and numeracy gains of Durham YES (Youth Employed and Succeeding) participants**
- **Attainment of degrees or certificates by Durham YES participants**
- **% of Durham YES participants who are employed, enrolled, or enlisted after program completion**
- **% of businesses satisfied with the services received**
- **% of jobseekers satisfied with the services received**

**Additionally, the Office of Economic and Workforce Development under the auspices of the Durham Workforce Development Board has re-designed its performance measures. See the attached Performance Measures Spreadsheet.**

**See the attached Performance Measures Spreadsheet.**

2. Taking into account the analyses described in the Regional Strategic Planning section, describe strategies to work with the entities that carry out the core programs that align resources available to the Local Area to achieve the strategic vision and goals described in B.1. [WIOA Section 108(b)(1)(F)]

**The vision of the Durham Workforce Development Board (DWDB) reads as follows:**

**The DWDB envisions a competitive workforce system that consistently meets the needs of Durham businesses, jobseekers, and youth.**

**Its goals are as follows:**

- **Goal 1: Implement and sustain comprehensive workforce development initiatives that create conditions for success between jobseekers, educators, and employers.**
- **Goal 2: Strengthen and simplify service delivery that engages all of the workforce community including special program models for youth.**

**The DWDB will work in concert with the entities that carry out core programs to align resources available to the Local Area in order to achieve the following strategic objectives, which support the DWDB's vision and goals:**

## **Strategic Objectives**

- **Forge partnerships between businesses and the workforce system with an emphasis on current and emerging fields.**

### **Initiatives**

- **Continuing the work of the Business Engagement Team that includes the Durham Workforce Development Board (DWDB), the Durham Public Schools, Durham Technical Community College, the City of Durham, Durham County, Made in Durham (MID), and the Durham YES Program. The Business Engagement Team works to develop internships and work-based learning opportunities for youth, especially within STEM careers. This is accomplished by working with local businesses to develop meaningful internship opportunities that build the pipeline of skilled workers in high-growth industries. The team also works with youth and youth-serving organizations to prepare youth to be successful in internships through training and support.**
  - **Designing incentive programs, policies, and procedures around the recruitment and retention of high-growth industry workers with an emphasis on career pathways.**
  - **Organizing industry clusters in order to strengthen knowledge of the labor market in key industries, bolster private sector participation, support NCWorks training and hiring initiatives, and lay the foundation for long-term, private sector engagement.**
- **Reimagine and strengthen the brand of “NCWorks Career Centers” through effective use of media and outreach strategies.**

### **Initiatives**

- **Branding “NCWorks: Connecting Talent to Jobs” as the primary system in Durham for connecting businesses and jobseekers by using evidence-based best practices.**
  - **Developing and implementing a communications plan that incorporates job placement success stories across the community.**
  - **Enhancing the marketing effectiveness of NCWorks: Connecting Talent to Jobs.**
- **Reconfigure and/or expand the scope of work for the DWDB to be the single coordinating entity for workforce development for adult jobseekers and to collaborate with MID and the Youth Opportunity Initiative (YOI) to coordinate workforce development for youth.**

### **Initiatives**

- **Improving the selection process for and the composition of the DWDB and expanding its collaboration with public, private, and nonprofit partners that design, use, and evaluate local workforce programming.**

- **Developing and implementing a collaboration framework with MID and YOI.**
- **Strengthening the influence, collaborative decision making, and overall effectiveness of DWDB subcommittees.**
- **Position the Durham workforce system as the best source for businesses to find top talent.**

#### **Initiatives**

- **Identifying and/or creating a labor market information system to assist employers, jobseekers, educational institutions, nonprofits, and all other stakeholders.**
- **Implementing education-to-work career pathways in high-growth, good-paying industries, especially Health and Life Sciences, IT, and Advanced Manufacturing.**
- **Streamlining the entry and assessment processes for job applicants and employers using Durham's NCWorks Career Centers to enhance services for employers and jobseekers.**
- **Continuing the new Adult Provider Collaborative, a group that connects programs that serve adult jobseekers, with an emphasis on justice involved individuals. The Adult Provider Collaborative will continue to be an engaged group of providers that addresses issues related to former offender populations and prioritizes issues that negatively impact the ability of justice involved individuals to find gainful and meaningful employment.**
- **Improve service delivery using the data generated through an integrated performance management system, NCWorks Online.**

#### **Initiatives**

- **Assessing customer satisfaction using qualitative and quantitative outcomes metrics prescribed by the Workforce Innovation and Opportunity Act (WIOA) combined with local measures and other evaluative tools such as focus groups and surveys.**
- **Adopting and tracking the measures listed in this strategic plan.**
- **Strengthen the effectiveness and efficiency of youth-based programs within the community.**

#### **Initiatives**

- **Expanding the Durham YouthWork Internship Program (DYIP) to serve a greater number of Durham youth by increasing the participation of local businesses (See attached DYIP flyer).**
- **Increasing training and employer recruitment in the STEM fields to offer career opportunities in fast-growing sectors of our local and national economies.**
- **Implementing a Youth Provider Collaborative, similar to the Adult Provider Collaborative, to connect programs that serve youth.**

- **Strengthen workforce development initiatives initiated between the City of Durham and Durham County particularly around Strategic Focus Area 4: Talent Development and Recruitment in the Joint Economic Development Plan.**

### **Strategic Objectives**

- **Strategic Objective 1: Reconfigure and/or expand scope of work designating the Durham Workforce Development Board as the single coordinating entity for workforce development in Durham, facilitating better alignment between supply of and demand for skilled labor (education-to-work pathways) and among the myriad of agencies that provide employment and training-related services in Durham.**
  - **Strategic Objective 2: Strengthen and increase communication and collaboration among public, private, and nonprofit partners who design, use, and evaluate local workforce programming.**
  - **Strategic Objective 3: Develop a performance measurement system that allows for strategic evaluation of the talent development system.**
  - **Strategic Objective 4: Emphasize market and industry drivers in the recruitment and retention of talent.**
3. Describe Local Area's workforce development system, including identifying the programs included in the system, and how the Workforce Development Board will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). [WIOA Section 108(b)(2)]

**The Durham Local Area provides services for Youth, Adults, and Businesses through the NCWorks Career Center system and has implemented a demand-driven, integrated service delivery model.**

**Three basic elements define this model as follows:**

- **Integrated Customer Pool – All Center customers will move through a standardized process that co-enrolls them into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within the Center.**
- **Integrated Customer Flow – Based on initial assessment, customers will progress through services in a unified, standard flow organized by “function” rather than “program”.**
- **Integrated Customer Service Functions/Teams - The Durham NCWorks Career Center partners will contribute (as appropriate) to service delivery organized by function rather than program, (in teams if staff numbers are suitable). As a result, staff in each office will be assigned to the Talent Engagement function/team, Skill Development function/team, Employment**

**Solutions function/team, Business Services function/team, OR a combination of function/teams as appropriate for staff size and duties.**

**Each center has staff with salaries funded through the Wagner-Peyser and Workforce Innovation and Opportunity Act funding streams. These staff members have the integrated function of delivering the career services for eligible clients and businesses. Youth programs are offered through the NCWorks Career Center's product box along with programs from other partners supporting Justice Involved Individuals, Veterans, Vocational Rehabilitation, Older Worker Services, TANF, and Financial Literacy.**

**Core services offered as a part of the product box may be provided by NCWorks Center staff or NCWorks Career Center partners and are recorded in the NCWorks.gov VOS System. DWDB works directly with training partners and supports efforts such as the Carl D. Perkins Program. DWDB will co-enroll clients in WIOA programs with other stacked services to provide the greatest outcomes.**

**The Durham Local Area will continue to work with core partners and management staff to align policies with programs and plans, and to support the services and performance of the NCWorks system including the Core Services through the NCWorks Subcommittee, the Business Services Subcommittee, and the Youth Council. These three Durham Local Area subcommittees have the direct responsibility of ensuring the NCWorks Career Center achieves the Durham Local Area's Strategic Plan Goals and Objectives. The subcommittees are made up of DWDB members, NCWorks partners, and Youth management staff for the purpose of establishing business relationships, creating and strengthening service provider partnerships, monitoring NCWorks performance, developing and implementing programs and plans that increase the effectiveness and efficiency of the services offered.**

4. Provide a description of how the Workforce Development Board, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Workforce Development Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]

**The Durham Local Area is working with their core partners to develop more defined career pathways. By developing these defined pathways, it will provide more access to individuals seeking meaningful employment. The DWDB is reviewing regional industry clusters and focusing on the sectors that are both growing and providing career opportunities. Health and Life Sciences has been one targeted sector. Other promising sectors for the region are IT and Advanced Manufacturing. The Business Services Subcommittee is also targeting the Hospitality Industry and the Building Industry.**

**The DWDB is bringing and will continue to bring together businesses from across the sector to discuss the best way to support each industry. Sector leaders along with educational agencies (Durham Public Schools, Durham Technical Community College, North Carolina Central University, and other educational organizations), workforce development, and community-based organizations will work to design a career pathway for the specific sector. This design will include a wide range of entrances for individuals from community workshops to university majors. Each educational entrance will correspond with a work-based learning opportunity. Again this may range from a job shadowing opportunity for a youth to a co-op for a graduate student. The collaborative will work to provide career opportunities at each level and certifications whenever possible. On top of a wide range of entrances to the industry, we will also develop clear exits that allow individuals to leave with a certification at several levels. By creating several levels of competency and certification, it will be easier for individuals to stop when needed and return to the career path when possible.**

**The business engagement strategy will be a core part of this effort. It will go well beyond asking them about their needs. Businesses will be key partners in developing certifications and work-based learning opportunities. Businesses will lead the effort in developing pre-apprenticeships, apprenticeships, internships, co-ops, and other ways to create employment and learning opportunities for individuals. Because of the critical role of businesses to this effort, the certifications will be more meaningful both within and outside of the industry. Certifications will also be stackable making it easier for individuals to work their way up the career ladder of their pathway.**

**Because of the strong working relationships between industry, education, and workforce development partners, more individuals will have access to meaningful career opportunities. Industry will have partnerships in place to provide work-based learning opportunities to individuals participating in local education and workforce development programs. Through the stair-step nature of the career path, individuals with barriers will be able to enter the career pathway at more basic levels. Because of the credentialing, it will be easier for individuals to restart their careers without losing all the work that they have dedicated to the career path. They will be able to restart at their last credential, not from the very beginning. The stronger connection with industry, the incorporation of local education organizations, and the steppingstone approach will provide individuals with barriers greater access to job skills and more support through the process.**

**Currently, the NCWorks Career Center at Durham offers specialized programs within its "Product Box" that provide individuals with barriers to employment additional career assistance. These specialized programs receive referrals from Center partners to expand access to employment, training, education and supportive service opportunities. For example, the program for justice involved individuals, or the former offender initiative, provides individualized assistance with career counseling and employment search and retention for eligible people with criminal backgrounds/convictions to aid in their transition as responsible members of the community and workforce. Case managers assess individual needs and provide guidance to help justice involved/former offenders become acclimated to the community and job market. Workshops are conducted to provide assistance with**

searching for employment including resume writing, completing an application, interviewing skills, and utilizing community resources. Opportunities for training within locally-deemed growth occupations are also be available and are determined on an individual basis. Supportive services are provided on a need basis. Other specialized programs include Vocational Rehabilitation, Healing for CAARE, Inc, Durham Economic Resource Center (DERC), StepUp Ministry and the Durham County Criminal Justice Resource Center that provide similar services to eligible participants.

5. Describe how the Workforce Development Board coordinates and promotes entrepreneurial skills training and microenterprise services. [WIOA Section 108(b)(5)]

**The DWDB will coordinate and promote entrepreneurial skills training and microenterprise services both internally and with partners.**

**Referrals and Support:** Durham Workforce Development Board (DWDB) staff will receive training in providing support and referrals to aspiring entrepreneurs. They will learn how to recognize potential entrepreneurs and how to assess clients' entrepreneurial interests. Workforce Development staff will also be provided a list of entrepreneurship support providers in the region and guidance on making targeted referrals.

**Regional Network:** The DWDB will also develop a network of entrepreneurship support providers. This network will consist of organizations that currently provide training and counseling to a wide range of entrepreneurs. They will include the Small Business Center at Durham Technical Community College, the Women's Business Center, the Small Business and Technical Development Center at North Carolina Central University, the Center for Entrepreneurial Development (CED) and smaller entrepreneurship providers. DWDB will work with this network to develop a list of their relevant services that will be used by Durham Local Area staff for referrals. The regional network will also offer seminars to clients.

**Entrepreneurship Training:** Finally, the NCWorks centers and Youth Employed and Succeeding Program (the Youth WIOA program) will host workshops to introduce clients to entrepreneurship as a career option. The network of entrepreneurship support providers and Durham Local Area staff will lead these workshops. Participants will evaluate their interest in entrepreneurship, learn about the types of business, and connect to the entrepreneurship support providers.

6. Describe how the Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals' career advancement.

**The DWDB through the local workforce system has a strong relationship with the NCWorks Apprenticeship Bureau with the State and strongly supports the development of apprenticeships.**

**The Board recognizes the increase in the quality of its services to both employers and job seeking customers through its collaboration with the regional NCWorks Apprenticeship representative to enhance its activities in support of workforce**

**system priorities. Registered Apprenticeships are an addition to the workforce training and education services that the workforce system provides to its customers.**

**The Board values registered apprenticeship training as a valuable tool in the broader suite of talent development approaches that support competitive regional economies by supporting the development and advancement of worker pipelines for both emerging and established employers and regional industry sectors.**

**With the addition of Board Members whose organizations work with apprenticeships, we will be able to leverage resources to enhance the use of apprenticeships.**

7. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as described in WIOA Section 134(a)(2)(A). [WIOA Section 108(b)(8)]

**A rapid response activity is referred to the Durham Workforce Development Board by the State Department of Commerce. When the Board receives notice of a requested rapid response activity, the Business Services Manager serving as staff to the Board facilitates contact with the business. Upon learning of the needs of the employees, a group presentation(s) involving career center partners may be scheduled or materials concerning benefits through the local workforce system may be provided.**

**Regarding the format, affected employees are provided information including an overview of services and contact information for the regional career centers, veteran contacts, connections for starting a business, unemployment insurance, social services and information regarding any grant-funded training available through the workforce system. Contact information for affected employees is obtained by career center staff for the purpose of assisting them with career searches. Affected employees that are approved to receive unemployment insurance are required to visit the career center to learn more about assistance with career searches. Efforts are made to connect regional employers with the affected employees. Trade Adjustment Act (TAA) assistance is also provided within the NCWorks Career if relevant.**

8. Provide a description of plans, strategies and assurances concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the Local Area through the NCWorks Career Center system. Include how improved service delivery and avoidance of duplication of services are/will be achieved. [WIOA Section 108(b)(12)]

**Strategies to manage the duplication of services and to ensure that the local area is maximizing coordination of services under the Wagner-Peyser Act and services provided in the local area through the NCWorks Career Center system include the following:**

- **Partner Support Meetings – Center partners meet monthly to discuss services, caseloads, opportunities, etc.**

- **The use of case management via NCWorks Online provides a system to ensure duplication of services is not extended.**
  - **Questions asked regarding other services received by clients in the assessment process serves as a system check.**
  - **Attending the adult provider collaborative group monthly meetings and/or other community partner meetings provides opportunities to identify and prevent duplication of services and to support collaboration of services under the Wagner-Peyser Act and other services in our local area.**
  - **The Memorandum of Agreement is also a means for eliminating the duplication of services, thereby enhancing services and performance of customers served through the system.**
9. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

**The DWDB includes representatives from higher education and adult education and literacy on the Board. These members will continue to provide input into the strategic direction of the DWDB and the policies and procedures related to Adult Education and Literacy activities. The members will also assist the DWDB in establishing relationships with Adult Education and Family Literacy providers and provide assistance with continuous improvement in the program area.**

**The DWDB approves of training providers utilizing the DWDB Training Provider Application as a tool to screen providers. Screening is based upon the provider's alignment to the local area plan and careers that are in demand, training costs, accreditation, and performance.**

**To determine a client's need for services, the DWDB utilizes skill assessments including the Career Readiness Certificate, WorkKeys, and O\*NET to assess if adult education and literacy services are needed. Based upon the interests of the client and funding availability, the Durham NCWorks staff provide a list of the approved providers with performance data. Clients are encouraged to visit the training provider and provide choices regarding where they would like to receive these services. Once a provider is selected, the DWDB establishes an Individual Training Account or a voucher payment system with the provider.**

10. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the Workforce Development Board and other local entities described in Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

**The DWDB has an MOU that includes the Vocational Rehabilitation Unit for the purpose of providing collaborative services, sharing facilities, and cross training staff in order to provide services within the NCWorks Center for clients with**

**disabilities. The MOU agreement eliminates the duplication of services, reduces administrative costs, and enhances participation and performance of customers served through the NCWorks system. The agreement establishes guidelines for creating and maintaining cooperative working relationships to facilitate joint planning and evaluation of services and to develop more efficient management of limited financial and human resources. This agreement builds a workforce development system that will dramatically upgrade individuals' workplace skills economically benefitting the workforce, employers, and the State. And it builds relationships with employers and assists employers in meeting their workforce needs.**

11. Provide a detailed description of the competitive process used to award subgrants and contracts in the Local Area for activities carried out under WIOA Title I. [WIOA Section 108(b)(16)]

**The procurement policy of the Durham Workforce Development Board (DWDB) requires that contracts over \$10,000 must be awarded through a competitive process. Contracts are awarded for one year with a renewal option for up to two additional years. The process includes the following steps:**

- 1) A Request for Proposals (RFP) is developed with staff input and advertised on the City website, in local newspapers, and on national workforce development websites. The advertisement period spans a minimum of 30 days.**
- 2) Depending on the scope of work and complexity of the service being procured, a Bidder's Conference may be held approximately 5 to 10 business days after the release of the RFP, so that proposers have time to review the RFP and formulate questions that can be asked of the local area staff. All other questions must be in writing (by e-mail or fax), and responses are generally provided within 2 business days. Questions and answers are also posted on the DWDB website.**
- 3) Contracts of \$50,000 or above are approved by the Durham City Council.**

**See the attached REVISED - Durham Local Area Procurement Policy.**

**See the attached REVISED - City of Durham Procurement Policy.**

12. Describe methods used to track Adult, Dislocated Worker and Youth performance measures throughout each Program Year and plans for continuous improvement of performance.

**The DWDB tracks performance utilizing the NCWorks.gov VOS system, which allows program managers to generate reports for Adult, Dislocated Worker, and Youth performance. The DWDB requires the providers to submit monthly reports that can be used to as a basis for monthly meetings where the program managers do the following: 1) discuss program design; 2) address issues related to service delivery, performance, and regulatory compliance; and 3) conduct gap analyses for resolving identified problems. The DWDB staff also conduct weekly check-in meetings with program managers. Check-in meetings/trainings with career advisors occur each month and/or quarterly regarding local area policies and procedures as well as issues observed during monitoring visits are addressed.**

Whenever needed, technical assistance is provided to the WIOA providers and may consist of regulatory compliance, program design, quality of service, and the facilitation of collaborative relationships between one-stop system and non-system service providers.

The DWDB, through the program managers, will implement a series of meetings that will assist/advise the training providers and NCWorks Center staff regarding changes being implemented under the Workforce Innovation and Opportunity Act.

Also in order to improve continuously, the DWDB will do the following:

- Continue to train and develop staff, employers, and jobseekers in the new Integrated Service Delivery (ISD) process as well as the NCWorks Online system;
- Ensure that our staff understands the needs of the business community;
- Invite employer input to help identify market needs and drive client services through surveys and by working with partners such as the Durham Chamber of Commerce to conduct business focus groups;
- Partner with the Durham NCWorks Career Center entities as part of the Business Service Team;
- Encourage staff to attend Professional Placement Networking groups in order to make connections with businesses, HR representatives, and other business professionals;
- Encourage staff (local area and contractor) to attend all performance-related trainings supported by the NC Department of Commerce;
- Survey jobseekers on a “just in time” basis at the times when they are receiving services in the NC Works Centers; and
- Conduct biannual focus groups of jobseekers performed by third party facilitators.

13. Provide a brief description of the actions the Workforce Development Board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the NCWorks Commission. [WIOA Section 108(b)(18)]

The DWDB approved its 2015-17 Strategic Plan. This plan guides the work of the Board, which meets every other month. Additionally, the DWDB has re-energized the following subcommittees:

- The Youth Council, which meets the 3<sup>rd</sup> Tuesday in the month before a Board Meeting
- The Business Services Subcommittee, which meets on the 2<sup>nd</sup> Wednesday in a month before a Board Meeting
- The NCWorks Career Center Subcommittee, which meets the 2<sup>nd</sup> Tuesday during the same month as a Board Meeting
- The Executive Committee, which is comprised of the DWDB officers and subcommittee chairs and which meets two weeks prior to a Board Meeting.

Each of the subcommittees has its own strategic plan template, which includes goals, strategic objectives, and initiatives from the larger strategic plan. As such, they make decisions that are strategic plan focused.

The Executive Committee is briefed about this Local Area Plan at meeting. It will also be used to guide their participation and decision making. Additionally, the entire DWDB recently participated in a full-day retreat, which included training in poverty reduction. And the Board Members evaluated and will continue to evaluate (on several levels over time) the effectiveness of the retreat in terms of how it will assist them in their performance as member of the DWDB.

Additionally, Board Engagement is a critical focus. Our performance measures have been enhanced and will track Board Engagement. Finally, the Executive Committee and staff have intentionally reduced the number of items on the Board Agendas for the purpose of allotting adequate time to consider, debate, and arrive at the best decisions. And reducing the size of the Board and upgrading Board development, such as the retreat on reducing poverty, is enabling them to be more strategic and will strengthen their community engagement.

14. Describe how Performance Data, Data Validation, and NCWorks Online oversight is provided by the local Workforce Development Board?

The Durham Workforce Development Board staff continuously review all data in an effort to ensure performance is met and to provide technical assistance that addresses any deficiencies staff may identify. Case notes, activities, applications, etc., are randomly reviewed throughout the month. The DWDB staff also reviews data in NCWorks Online prior to submitting invoices that contain participant costs for reimbursement. If there are any issues with the data in NCWorks Online, the DWDB staff addresses them either via email or during trainings with contractor staff. Training on Data Validation is provided during the contractor meetings and during desk reviews that occur when reports are run in NCWorks Online. Each month, the DWDB Program Manager runs reports and reconciles enrollment numbers, exit numbers, training numbers, etc., with the contractor Program Manager. In addition, participant data is reviewed as part of the DWDB annual internal monitoring process. The Adult Program Manager runs reports in NCWorks Online on a quarterly basis to analyze performance. These quarterly reports are shared with the DWDB staff and contractor staff and reviewed to address any deficiencies.

**C. NCWorks Career Centers (One-Stop Delivery System)**

1. Provide a brief description of the NCWorks Career Center system and include how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

The Durham Local Area NC Works Career Center system provides access to career services to meet the needs of adult and dislocated workers through mandated adult and dislocated programs within the center. These accessible programs are customer and job driven.

**WIOA training is supported through opportunities that have positive capabilities of securing successful opportunities for participants to include work-based training, on-the-job training, incumbent training, and customized training.**

2. Describe how local Workforce Development Boards determine the need for enrollment in Training Services.

**Customers entering Durham's NCWorks Career Centers are assessed for their individual needs. Those in need of training services under WIOA are determined eligible and develop an Individual Employment Plan detailing their needs. Training is available to those who are unlikely to obtain or retain employment that leads to sustainability or wages comparable to or higher than wages from previous employment. The assessments used will determine if the customer has skills and/or the qualifications to successfully participate in training services. The training is directly linked to targeted occupations in the Durham Area or in an area where the customer is willing to commute or relocate to for employment.**

**Customers in need of training that is Pell eligible are required to apply for Pell. Funds are then coordinated with the financial aid office of the training provider to determine a shortage/surplus of the resources that are available to the customer.**

3. Describe how follow-up services are provided through the NCWorks Career Centers. [WIOA Section 134(c)(2)(xiii)]

**Follow-up services are provided as appropriate for Adults and Dislocated Workers who have entered unsubsidized employment. These services are available for 12 months after the first day of employment and include counseling regarding the workplace or assistance with obtaining new employment through job search, resume assistance, etc.**

**The goal of follow-up services is to ensure job retention, wage gains and career progress. Follow-up services should provide personalized encouragement, resolution of any on-the-job issues that may arise, and, when appropriate, referral to services necessary to help prevent job loss or to enter employment. Follow up can be provided by phone, email, and/or face-to-face.**

4. Describe how new NCWorks Career Center staff are trained in the integrated services delivery system, dual enrollment of customers in WIOA Titles I & III and have full access to NCWorks.gov and the timeline for accomplishing the training for new staff. Describe the staff development activities that reinforce and improve the initial training efforts.

**NCWorks Career Staff are trained in the Integrated Service Delivery (ISD) system and have full access to [www.ncworks.gov](http://www.ncworks.gov). New staff are trained internally by NCWorks office designees and sent to the NCWorks Training Center (dates determined by NC Workforce Training Center) for additional NCWorks training. ISD training is conducted during the first two weeks of employment. The content for ISD training includes the following: definition, purpose, flow, and responsibility.**

**Staff receive additional training on Friday afternoons, as often as needed. Immediate updates are provided during weekly staff meetings.**

5. Describe how the Workforce Development Board works to improve Career Center operations by working with state and regional Division of Workforce Solutions staff.

**The Durham Workforce Development Board continues to improve Career Center operations by using an Integrated Service Delivery (ISD) system in partnership with the Division of Workforce Solutions staff. This delivery system ensures enhanced coordination of services and prevents duplication of services.**

6. Describe how the Workforce Development Board holds the NCWorks Career Center operator and contractors accountable for activities and customer outcomes in the Center.

**The Durham Workforce Development Board holds contractors accountable for activities and customer outcomes in the Center by reviewing NCWorks Online reports and performance on a regular basis. The DWDB staff will provide technical assistance and/or training in the event there are any deficiencies. The DWDB may not renew a contract or terminate a contract if there are serious issues with regards to performance or services.**

**At the beginning of the new Program Year, the NCWorks Career Center will have a new operator. The previous operator was employed by the City of Durham; therefore, the DWDB will take a new approach to holding the operator accountable. Due to the WDB entering into a contractual relationship with the new operator, the option to not renew a contract or terminate a contract will be available when there are deficiencies in activities and/or customer outcomes. The DWDB staff will continue to closely monitor the effectiveness of the ISD model for customer flow, the quality of services offered across all programs housed in the Center, partner inclusion, and performance based on the tentative performance guidelines established by the Commission. The DWDB staff and the new operator will work toward implementing strategies that will enhance the services that are offered in the Center and the quality of customer service provided to the citizens of Durham.**

7. Describe how the Workforce Development Board facilitates access to services provided through the NCWorks Career Center delivery system, including remote areas, through the use of technology and through other means. [WIOA Section 108(b)(6)(B)]

**The Durham Workforce Development Board facilitates access to services provided through the NCWorks Career Center delivery system by coordinating education and workforce activities with secondary and postsecondary programs. The local area systematically customizes strategies and services for employer engagement and expands access to services via satellite sites and the NC Division of Workforce Solutions Mobile Unit Access. Additionally, integrated technology is used for intake and case management among all Center staff.**

8. Describe Local Area strategies and services that will be used to strengthen linkages between the NCWorks Career Center system and unemployment insurance programs. [WIOA Section 108(b)(4)(A)(iv)]

**The NCWorks Career Centers are a partnership of local workforce development professionals providing an array of services geared to assisting jobseekers in the following ways:**

**Employment Search – Job listings are available for viewing at no cost and contain local, state, and national listings. Once a jobseeker has identified a position that matches their experience and qualifications, an employment consultant will speak with them about the opportunity.**

**Professional Placement Networking – The Professional Placement Network (PPN) provides targeted career services to adult professionals through the expansion of networking opportunities, workshops, development of business partnerships, and job referrals. The PPN is designed to provide opportunities for mid- to upper-level professionals, who have earned at least \$30k per year or have received higher education credentials or professional certifications, to come together to share ideas, employment leads, and current job market information.**

**Work Readiness – The NCWorks Career Center staff provide resume, interview preparation, and workplace insight in both individual and group settings.**

**Career Development and Counseling – These services assist jobseekers in discovering their interests and abilities.**

**Educational Information and Financial Assistance – The NCWorks Career Center provides options to those considering furthering their education or pursuing training.**

**Support Services – The NCWorks Career Center assists local workforce area residents with retaining their current jobs by providing community resources available to them.**

**Specialized Services – The NCWorks Career Center staff provide individual assistance to veterans, persons with disabilities, and older workers that are economically disadvantaged.**

9. Describe how the Local Workforce Development Board connects NCWorks integrated services to:
- a) persons with disabilities;
  - b) returning veterans and skilled military retirees;
  - c) Temporary Assistance to Needy Families (TANF) recipients;
  - d) Trade Adjustment Act (TAA) and Rapid Response Activities;
  - e) individuals with other barriers to employment; and
  - f) additional specific populations, if applicable.

**The Durham Local Area connects NCWorks integrated services to various populations via partner support as follows:**

- a) Persons with disabilities are connected to NCWorks with an onsite representative from Vocational Rehabilitation two days per week.**
- b) Returning veterans and military retirees are serviced and connected to NCWorks by general NCWorks staff.**
- c) Temporary Assistance for Needy Families (TANF) recipients receive an introduction to NCWorks via the following:**
  - Durham Workforce Solutions (DWS) staff members are stationed at the Durham Department of Social Services two days a week in the Food and Nutrition Program to assess the needs of individuals, some of whom may be already enrolled in TANF.**
  - TANF recipients visit the NCWorks Career Center and are treated the same as the general population relative to an NCWorks introduction.**
- d) Trade Adjustment Act (TAA) and Rapid Response Activities are as follows: The Trade Adjustment Act (TAA) assistance is located within both the Briggs Avenue and the Northgate NCWorks Career Centers and is administered in-house by a Division of Workforce Service (DWS) member who provides assistance that includes enrolling the client in the Trade Program via NCWorks. The plan is reflective of the assessed needs of the client. Referrals from the Trade Program may be made to other services within the Integrated Services Delivery Product Box based on needs in order to achieve the expected outcomes. The Integrated Services of the employment services team assist each Trade Program client with referral to job opportunities.**

**A Rapid Response Activity is referred to the DWDB by the Department of Commerce and can include Trade Program clients. When the DWDB receives notice of a needed rapid response activity, the one-stop – including WIOA, Workforce Solutions, Veterans, and partners within social services – work through the Businesses Services team with the company to provide information about the Career Center, integrated services, and how to connect with the NCWorks Career Center. Clients are then introduced to NCWorks during this activity. An integrated approach is taken within the customer flow to enroll the dislocated workers and provide eligible services determined from skill assessments. The NCWorks Career Center – Durham makes available all eligible services within the product box including WIOA to rapid response clients through the Center’s customer flow.**

- e) Individuals with other barriers to employment and other specific populations: Initial assessment by way of Talent Engagement will connect individuals with specific barriers to employment to the NCWorks system based upon their specific needs.**

10. Describe how entities within the NCWorks Career Center system, including Career Center operators and partners, will comply with Section 188, if applicable, and provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. [WIOA Section 108(b)(6)(C)]

**Assurance of compliance with the American with Disabilities Act of 1990 is accomplished through yearly inspections by the Durham County Vocational Rehabilitation division. Onsite services extended by staff from this agency encourage and assure regular maintenance of the procedures set forth by policies and procedures.**

11. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: Local Area Name Service Flow Chart 2016.

**The Durham Local Area provides services for Youth, Adults, and Businesses through the NCWorks Career Center system and has adapted a demand-driven, integrated services delivery model.**

**Three basic elements define this model as follows:**

- **Integrated Customer Pool – All Center customers will move through a standardized process that co-enrolls them into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within the Center.**
- **Integrated Customer Flow – Based on initial assessment, customers will progress through services in a unified, standard flow organized by “function” rather than “program”.**
- **Integrated Customer Service Functions/Teams - The Durham NCWorks Career Center partners will contribute (as appropriate) to service delivery organized by function rather than program, (in teams if staff numbers are suitable). As a result, staff in each office will be assigned to the Talent Engagement function/team, Talent Development function/team, or Talent Employment Solutions function/team; OR, a combination of function/teams as appropriate for staff size and duties.**

**Each center has staff with salaries funded through the Wagner-Peyser and Workforce Innovation and Opportunity Act funding streams. These staff members have the integrated function of delivering the Core and Intensive services for eligible clients and businesses.**

**See the attached Durham Local Area Service Flow Chart 2016.**

12. Attach the Memorandum of Understanding (MOU) among the local Workforce Development Board and partners concerning operation of the NCWorks Career Center system. (A MOU guide is attached for your reference as Appendix D). [WIOA Section 121(b)(A)(iii)]. Name document: Local Area Name NCWorks Career Center MOU.

**See the attached Durham Local Area NCWorks Career Center MOU.**

13. Describe how the Workforce Development Board uses a portion of funds available to the Local Area to maintain the NCWorks Career Center system, including payment of the infrastructure costs of Career Centers. [WIOA Section 121(b)(1)(A)(ii) and (h)]

**The Workforce Development Board utilizes a portion of funding to pay for costs associated with the rent, utilities, staffing, supplies, and IT components of our Northgate Career Center. These expenses are incurred on a monthly basis and are funded 100% through WIOA Formula Fund grants awards. Funding allowances expended at the Briggs Avenue location are in staffing, supplies, and training.**

14. Describe the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 108(b)(6)(D)]

**The roles and resource contributions of the NCWorks Career Center partners are as follows:**

**Program: Title I Adult, Dislocated Worker Organization: Contracted Staff**

**The contracted WIOA provider assists in the Integrated Service Delivery of the NCWorks Career Center.**

**Program: Wagner-Peyser Organization: Department of Commerce**

**Wagner-Peyser staff assist in the Integrated Service Delivery of the NCWorks Career Center.**

**Program: Adult Education and Literacy Organization: Durham Technical Community College (DTCC)**

**DTCC provides all students an opportunity to acquire meaningful credentials and secure living-wage employment through education and training. Offerings include postsecondary technical and occupational programs leading to a degree, diploma, or certificate; the first two years of a four-year degree; general education for personal growth; a wide variety of corporate and continuing education courses for workforce preparation and development; and college and career readiness instruction that includes an adult high school diploma program, high school equivalency preparation programs, and English language development courses.**

**Program: Persons with Disabilities: North Carolina Vocational Rehabilitation Services-Durham Unit**

**The Vocational Rehabilitation Unit helps individuals with disabilities return to work and/or keep a job. All services provided by this program are aimed toward employment.**

**Program: Older Worker Organization: National Caucus on Black Aged (NCBA)**  
NCBA provides employment training through its Senior Community Service Employment Program (SCSEP) and job placement for qualified seniors through the Senior Environmental Employment (SEE) Program.

**Program: Youth Services Organization: Community Partnerships, Inc.**  
The Durham Youth Employed and Succeeding (YES) Program works to help youth overcome challenging life situations by emphasizing education and training.

**Program: Temporary Assistance for Needy Families Organization: Durham County Social Services**  
The Durham County Department of Social Services provides customers short-term financial assistance for families as they actively pursue plans to achieve economic independence.

**Program: Veteran Services Organization: North Carolina Department of Commerce Veteran Services**  
Veteran Services assists eligible veterans, their dependents, and/or surviving spouses, etc in employment search and linkage to community resources.

15. Describe the Workforce Development Board's method for planning oversight, review process and frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service. [WIOA Section 121(a)(3)]

**The Durham Workforce Development Board's (DWDB) method for providing planning, oversight, and evaluation to the Career Center(s), including processes for ensuring quality customer service, center on the following: 1) day to day functional leadership and 2) Customer Service Surveys.**

**Historically, the DWDB has provided planning, oversight, and evaluation through the Center Manager/Functional Leader. The Center Manager/Functional Leader has been responsible for planning, overseeing, and evaluating day to day operations.**

**The responsibilities of the Center Manager reached across all DWDB development activities and operations. These activities and operations have spanned across a variety of government programs and funding sources and have been functionally aligned into an integrated service delivery framework that requires increased coordination. The Center Manager worked as a team leader for other members of the leadership team to plan workforce development strategy, improve and ensure successful integrated operations, and form alliances and partnerships within the region's community.**

**The Center Manager has had a significant role in community outreach, connections, coordination, and communications related to ensuring the success of regional customer service plans, goals, and center operations. Policy implementation, staff and resource allocation, and achieving performance measures all fell under the responsibilities of the Center Manager; and these operational requirements have**

been implemented through joint efforts among and between region's leadership team.

Going forward, the DWDB will implement a service operator model in compliance with WIOA. Therefore, the role and responsibilities cited above will be held by the Manager of the service operator by contract.

All Center staff members are expected to share their expertise and assist with other functions or perform additional tasks as the need arises.

**Primary Functional Tasks of the Center Manager/Functional Leader under the Service Operator Model:**

1. Work to ensure all decisions are made in the best interest of Durham County and in alignment with state, local, and federal policies as well as the regional customer service plan.
2. Network with and act as a resource person to local governments, businesses, local and regional associations, public and non-profit human/support service providers and the general public concerning development and operation of an effective workforce development system to meet the regions' needs.
3. Aide and assist the Durham Workforce Development Board Senior Program Manager with the development of the local customer service plan.
4. Implement and maintain ongoing comprehensive public relations activities across all communities in the local area so there is public awareness and optimum utilization of the NCWorks Career Centers and services.
5. Work to ensure all NCWorks Career Center programs and services are successfully implemented within the common framework of integrated service delivery.
6. Act as the liaison between DWDB and Center staff establishing a clearly identifiable communication loop.
7. Oversee implementation of NCWorks Career Center programs and policies as they apply to the design and operations of all centers.
8. Monitor progress on the implementation of NCWorks Career Center policies providing guidance and technical assistance to teams/staff as needed or requested.
9. In coordination with the Leadership Team and the NCWorks Career Centers Subcommittee, collect, analyze, synthesize, and summarize required information and submit federal, state or regional reports as required/requested.
10. Collaborate with all on-site partners for optimum coordination of customer flow, access to all services, non-duplication of processes, sharing of information and attainment of performance measures.
11. Establish good working relationships and serve as the liaison with other community agencies, training providers, and business associations to ensure effectiveness of the integrated system.
12. Ensure that interagency agreements such as MOU are developed, reviewed, and updated as necessary; document changes.
13. Ensure all system and program performance measures are met or exceeded.
14. Prepare operational budgets for the NCWorks Career Center program service delivery and ensure that funds are expended as required by program

regulations, regional protocol, and in accordance with policy; coordinate the regional process for grant writing for additional funds or other means for enhancing system resources, when necessary, to meet regional service delivery needs.

15. Approve and sign fiscal, contractual, and reporting documents; and monitor all regional contracts (i.e., on-the-job training) where program funds are expended (applied as appropriate to the Administrative Agency's procedures). Local grant are merged according to specific instructions and agreements with the fiscal agent. This includes granting of authority to specific persons to obligate or spend funds. (Integration does not change the fiscal agent's rules, regulations or requirements.)
16. Monitor and/or sign off on purchase orders and invoices utilizing state and local funds (applied as appropriate to the regions' procedures). Local grants are managed according to specific instructions and agreements with the Administrative Agency's fiscal agent including granting authority to specific persons to obligate or spend funds. (Integration does not change the fiscal agent's rules, regulations or requirements.)
17. Gather ongoing feedback related to improvements to IT functions, work to ensure IT is made aware of the feedback, and seek resolution.
18. Ensure that local leadership team members, despite functional titles, know and understand all integrated functions so that accurate observations, corrective actions, and positive recognition can be provided to center staff.

### **Customer Service Surveys**

The NCWorks Career Center utilizes customer-oriented surveys to identify the strengths and weaknesses of the center. The responses are used to improve the quality of services offered.

16. Describe how NCWorks Career Centers are using the integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by NCWorks Career Center partners. [WIOA Section 108 (b)(21)]

A web-based system that promotes an integrated customer pool and accommodates integrated service delivery is utilized by integrated staffing. This system provides workforce development services to jobseekers and employers, as well as efficient program and client management/participant tracking used by staff. It is in this system where all Career Center customers are enrolled in both WIOA and Wagner-Peyser programs.

17. Identify NCWorks Career Center location(s) including Tier 1 and Tier 2 sites; on-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth services provider is on-site and, if so, youth services offered. Use form provided. [WIOA Section 121(b)(1)(A) and (b)(1)(B)] Name document: Local Area Name Career Centers.

**Both Tier 1 Certified Durham NCWorks Career Centers are located on South Briggs Avenue and at Northgate Mall. WIOA providers are selected through an**

**RFP process. Youth Services are provided both at the Career Centers and at the office of Community Partnerships Inc. and Achievement Academy of Durham.**

**See the attached REVISED - Durham Local Area Career Centers.**

#### **D. WIOA Title I Programs**

##### **Adult and Dislocated Worker Services**

1. Describe the local Workforce Development Board's vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

**As stated in the Durham Workforce Development Board's Strategic Plan 2015-17, the DWDB envisions a competitive workforce system that consistently meets the needs of Durham's businesses, jobseekers, and youth. Durham is located in an area that provides many opportunities for its citizens in terms of employment. Our region continues to attract businesses and with that comes the responsibility for our Board to ensure that our workforce is prepared to meet the needs of new and current employers.**

**Due to the changes in branding, it is imperative that we strengthen our outreach efforts to make sure that the services we provide are known within our community. Outreach efforts will include marketing via television, radio, and social media. There are some areas of Durham where we have determined it would be very beneficial for NCWorks Career Center staff to be present and market the services through one-on-one interactions, trainings, manning the JobLink Mobile Unit, and engaging the community during public events. The number one priority is to ensure that the Durham NCWorks Career Center is not viewed as an "unemployment office". Rather, it must be seen as the comprehensive employment and training one-stop destination for the adult residents and employers we serve.**

**The DWDB's goals are as follows:**

- **Implement and sustain comprehensive workforce development initiatives that create conditions for success between jobseekers, educators, and employers.**
- **Strengthen and simplify service delivery that engages all of the workforce community.**

**Specifically for adults, the plan includes the following elements:**

**Forge partnerships between businesses and the workforce system with an emphasis on current and emerging fields.**

#### **Initiatives**

- **Design incentive programs, policies, and procedures around the recruitment and retention of high-growth industry workers.**
- **Organize industry clusters in order to strengthen knowledge of the labor market in key industries, bolster private-sector participation, support NCWorks training and hiring initiatives, and lay the foundation for long-term, private-sector engagement.**

**Reimagine and strengthen the brand of “NCWorks Career Centers – powered by Durham” through effective use of media and outreach strategies.**

#### **Initiatives**

- **Brand “NCWorks: Connecting Talent to Jobs” as the primary system in Durham for connecting businesses and jobseekers by using evidence-based best practices.**
  - **Develop and implement a communications plan that incorporates job placement success stories across the community.**
  - **Enhance the marketing effectiveness of NCWorks: Connecting Talent to Jobs.**
- **Position the Durham workforce system as the best source for businesses to find top talent.**

#### **Initiatives**

- **Identify and/or create a labor market information system to assist employers, jobseekers, educational institutions, nonprofits, and all other stakeholders.**
- **Streamline the entry and assessment processes for job applicants and employers using Durham’s NCWorks Career Centers to enhance services for employers and jobseekers.**
- **Implement periodic service provider collaboratives to connect programs that serve adult jobseekers.**

**Improve service delivery using the data generated through an integrated performance management system.**

#### **Initiatives**

- **Assess customer satisfaction using qualitative and quantitative outcomes metrics prescribed by the Workforce Innovation and Opportunity Act (WIOA) combined with local measures and other evaluative tools such as focus groups and surveys.**
- **Adopt and track the measures listed in the strategic plan.**

**As we stride towards reaching our goals, the DWDB staff will continuously monitor performance in an effort to address service delivery. The continued monitoring of**

**NCWorks Online, customer service surveys, and performance will enable our Board to meet its expected outcomes.**

2. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]

**As a one county local area, Durham is able to foster a highly-effective working relationship between the City and the County. The attached Joint Economic Development Plan is evidence of the coordination of education and training services shared by both entities. In addition as the Administrative Entity, the City of Durham allows for our office to create the ability to work across agencies to address the populations we serve and to effectively leverage resources.**

**Durham does include a high poverty and homeless population. This is a challenging population to recruit and support, and it is a population we must serve more effectively. Durham Workforce Development Board staff members assist the City of Durham's Mayor's Poverty Reduction Initiative Jobs Taskforce, which develops plans and implements strategies for those living in poverty in the Census 10.01 tract. This is a joint initiative led by the City but which includes County officials as well. However, the level of resources needed to make an impact on behalf of residents in the Census 10.01 tract is great. (See the attached Mayor's Poverty Reduction Jobs Taskforce flyer for more information about the initiative.)**

**The specific needs of those residing in Durham are education and training in demand-driven occupations. This training is needed in order to compete in a rapidly evolving global economy. In addition, jobs in the region today require more and more workers to be equipped with the latest technology skills. The speed at which technology is evolving provides a key skill deficiency among many the unemployed and the underemployed population ("the digital gap").**

**The Durham local area is evaluating current workforce services to ensure they are meeting the needs of participants who are working towards their goal of obtaining and matching employment and employers who are in need of qualified applicants. It is imperative that we develop a workforce with competitive and relevant skills. Therefore, we must facilitate communications between employers and jobseekers by coordinating across post-secondary institutions, focusing on the needs of the employers, conducting outreach to current and future workers about the emerging job opportunities, and helping individuals design their own career pathways. Durham is constantly growing, and we are determined to continue to improve our workforce services in order to meet the demands of the jobseekers and businesses we serve.**

3. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that insures an arm's length relationship between the Workforce Development Board and service delivery. Include any service provider contract extensions.

**Note:** While NPRM Section 679.410(b) and (c) provide exceptions to the competitive procurement process, WDBs *must* have an arm's length relationship to the delivery of services.

**A Request for Proposals (RFP) was released for the Adult and Dislocated Worker Programs on February 2, 2016. The announcement was posted on the City of Durham's website, an email was sent to interested parties on the WDB bidder's list, and an ad was run in local newspapers. A timeline was established for the rest of RFP process that outlines the dates and times for the staff to review the timeline, for the review committee to review the RFP, for the WDB to vote, and for the contracts to be negotiated for the successful bidder. Historically, once the WDB has selected a provider, the contract is initiated for one year, and the WDB may extend the contract annually for two years based on the provider's performance.**

**Beginning on July 1, 2016, the Center operations will change to align with a service operator model such that no DWDB staff will be involved with direct service in the Centers. The RFP was designed to seek a service operator.**

**See the attached REVISED - Durham ADW/One-Stop Operator & Youth RFP Timeline.**

4. Provide the date and process for the competitive procurement of the One-Stop Operator(s).

**Note:** By June 30, 2016, every Local Board must demonstrate it is taking steps to prepare for competition of its one-stop operator. [NPRM Sec. 436.635(b)]

**A Request for Proposals was released for the One-Stop Operator on February 2, 2016. The announcement was posted on the City of Durham's website, an email was sent to interested parties on the WDB bidder's list, and an ad was run in local newspapers. A timeline was established for the rest of RFP process that outlines the dates and times for the staff to review the timeline, for the review committee to review the RFP, for the WDB to vote, and for the contracts to be negotiated for the successful bidder. Once the WDB has selected a provider, the contract is initiated for one year. After that time, the WDB may extend the contract annually for two years based on the provider's performance.**

**See the attached REVISED - Durham ADW/One-Stop Operator & Youth RFP Timeline.**

5. Attach the Local Workforce Development Board's Adult and Dislocated Worker (DW) service providers chart effective July 1, 2016. Name document: Local Area Name Adult and DW Providers 2016.

**See the attached Durham Local Area Adult and Dislocated Worker Providers 2016.**

6. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what "significant number of competent providers" means in the local area. Include whether the local Workforce Development Board uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Name document: Local Area Name Eligible Training Providers. [Division Policy Statement 21-2015]

**The Durham Workforce Development Board (DWDB) has not established an "Eligible Training Providers" policy. Currently training providers submit an application to the Adult and Dislocated Worker Program Manager. The application is reviewed by staff and shared with a committee that, in turn, reviews and scores applications for consideration of funding. The committee considers program completion rates, the percentage of completers that have obtained unsubsidized employment, retention rates of those who entered unsubsidized employment among other items. This process is necessary to ensure that a significant number of competent providers offering training programs and occupational choices are available to customers.**

**The DWDB defines "significant number of competent providers" in the local area as training providers located in Durham and surrounding areas that have met the requirements established to be included on the Eligible Training Provider List.**

**The Durham NCWorks Career Center, through guidance from the Durham Workforce Development Board, will continue to support WIOA customer training through Individual Training Accounts in accordance with the law and applicable local policies. Eligible program participants who seek training services may, in consultation with Career Center staff, select a training vendor from the list of providers approved through the aforementioned process. Upon selection, in accordance with local policies and available funding, staff will refer the participant to the eligible provider and arrange for payment through an individual training account.**

7. Provide a description of how the Workforce Development Board will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Section 108(b)(6)(A)]

**The Durham Workforce Development Board ensures the continuous improvement of eligible providers of services by reviewing NCWorks Online reports and performance on a regular basis. The DWDB staff will provide technical assistance and/or training in the event there are any deficiencies. Eligible providers of services**

are monitored at least once annually for performance to ensure they are meeting the employment needs of local employers, workers, and jobseekers.

8. Describe how the Workforce Development Board will meet all federal and state Adult and Dislocated Worker performance outcomes and training expenditure requirements.

**The Durham Workforce Development Board has provided WIOA performance measures training for contractor staff and the NCWorks Career Center Management Team. In addition, reports are run in NCWorks on a quarterly basis to identify the participants in each performance pool and to analyze the data for maximization. Meetings are held with the contractor and WDB staff to discuss the WIOA performance measures and provide technical assistance when necessary.**

**As for the State's performance measures, the NCWorks Career Center staff and the DWDB staff have had meetings to discuss the measures and steps that can be taken to reach the established goals. The Program Manager verifies that all training expenditures are for WIOA participants in NCWorks Online before invoices are paid. The Adult and Dislocated Worker invoices are reconciled each month by the Accountant after the Program Manager has reviewed the supporting documentation.**

**See the attached REVISED - A/DW Expenditure Chart.**

## **Youth Services**

9. Provide an analysis of Title I WIOA eligible youth by Local Workforce Development Board area. Include the following information for the local Workforce Development Board area:

### In-School Youth Analysis

- a) Number of Youth ages 14-21      **34,455**
- b) Youth ages 14-21 represent what % of the population?      **12.2%**
- c) What percentage of these youth are low-income (eligible for WIOA In-school program)?      **24.5%**
- d) Current school dropout statistics      **1.82%**

### Out-of-School Analysis

- a) Number of Youth ages 16-24      **40,385**
- b) Youth ages 16-24 represent what % of the population?      **14.3%**
- c) What are the general educational levels of this age group?      **Enrolled in High School, High School Dropout, Enrolled in GED curriculum, and Enrolled in College**
- d) What is the general employment status of this age group?      **16.5%**

**SOURCE: US Census Bureau**

10. Describe the local Workforce Development Board's new vision for serving the WIOA eligible Youth to include high level goals, outreach strategies, planned interactions, service delivery, concepts and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

**Apprenticeships, job shadowing, internships, and work-based learning opportunities will be explored and implemented as appropriate. Additionally the Business Engagement Team will partner with the private sector to create additional opportunities for youth. Also enrolling and serving youth in the pathways model is anticipated with extra services that will lead to an anticipated longer time to exit, but that should bring better outcomes to the program.**

11. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108(b)(9)]

**One of the workforce activities available to youth is Learn to Earn (LTE). The Learn to Earn (LTE) initiative is the conduit the YES (Youth Employed and Succeeding) Program utilizes to provide labor market and employment information about in-demand industry sectors or occupations available in the local area through career awareness, career counseling, and career exploration. LTE is a series of monthly employment-related outings identified and facilitated by the Job Developer. Businesses and employers who represent growing industries (including healthcare, green jobs, bio-tech, advanced manufacturing, technology, and more) are invited to conduct monthly LTE sessions for youth who are interested in learning more about these particular career fields. The success of these initiatives is assessed by determining the number of work experiences and internships that result from the activities.**

**Additionally, youth attend monthly Rap Sessions that focus on work readiness activities. Topics include Mastering Soft Skills for Workplace Success, Entrepreneurship, Financial Literacy, Career Development, Apprenticeship, and Education.**

**Work Experiences (WEX) are also offered by the local area to identify a career path chosen through Career Scope software assessment and LTE career exploration. The assessment of this activity is whether the youth decides to pursue this activity academically or permanently after completion of the WEX. Either choice is viewed as a success as identifying careers youth are not interested in is as informative as identifying careers you are interested in pursuing.**

12. Will the Workforce Development Board have a standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth? [WIOA Section 107(b)(4)(A)(ii)]
  - a) If no, describe how oversight to planning, operational, and other issues relating to the provision of services to youth will be provided.

b) If yes, please provide a response to the following questions.

1) Provide the committee's purpose/vision.

**The mission of the Durham WDB's Youth Council is to be a leader and coordinator in actively initiating strategies and resources to ensure that youth ages 14 – 24 have the necessary tools, skills, and support to be successful citizens in the Durham community.**

2) Provide the planned Program Year meeting schedule.

<b>DWDB Youth Council Meeting Schedule</b>		
<b>DATE</b>	<b>TIME</b>	<b>LOCATION</b>
August 16, 2016	8:30 AM – 10:00 AM	Office of Economic and Workforce Dev 807 E. Main Street Bldg. 5-100 Large Conference Room
October 18, 2016	8:30 AM – 10:00 AM	Office of Economic and Workforce Dev 807 E. Main Street Bldg. 5-100 Large Conference Room
December 20, 2016	8:30 AM – 10:00 AM	Office of Economic and Workforce Dev 807 E. Main Street Bldg. 5-100 Large Conference Room
February 16, 2017	8:30 AM – 10:00 AM	Office of Economic and Workforce Dev 807 E. Main Street Bldg. 5-100 Large Conference Room
April 19, 2017	8:30 AM – 3:30 AM	Office of Economic and Workforce Dev 807 E. Main Street Bldg. 5-100 Large Conference Room
June 21, 2017	8:30 AM – 10:00 AM	Office of Economic and Workforce Dev 807 E. Main Street Bldg. 5-100 Large Conference Room

3) List the members to include members' agency/organization, one of which must be a community based organization with a demonstrated record of success in serving eligible youth.

**See the attached Durham Local Area Youth Council Members List.**

4) Provide the Committee's Chair information (who must be a Workforce Development Board member.) [WIOA Section 107(b)(4)(A)(ii)]

**Rebecca Axford, Youth Council Chair/DWDB Member**

Training Director

Raleigh-Durham Electrical JATC, P.O. Box 13551, RTP, NC 27709

919.596.6931

[raldurjatc@frontier.com](mailto:raldurjatc@frontier.com)

13. Provide the Workforce Development Board’s approach to meeting the required 75% minimum youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)]

**The Durham Local Area currently serves approximately 85% of out-of-school youth. Out-of-school youth are provided with several youth elements, such as alternative/secondary education, leadership development, and pre-GED/tutoring. The current youth program model ensures that the out-of-school participants receive the desired/needed services on an individual basis. The Durham Local Area will continue to utilize the “daisy-wheel” model approach in order to augment the existing service delivery model and ensure high performance of the overall program.**

14. Provide the Workforce Development Board’s approach to meeting the required 20% minimum for work experience to include an estimate of expenditures that will be paid wages to youth. [WIOA Section 129(c)(4)]

**The Durham Local Area plans to provide year-round work experience for any youth who meets or are on target to meet, program goals set in the Individual Service Strategy (ISS). We provide on-the-job training, apprenticeship training, and job-shadowing opportunities for program youth. These opportunities will allow the Local Area to spend the required 20% of funds on work-based learning.**

15. Describe how the local Workforce Development Board partners, aligns, and leverages, as appropriate with:

- Title II Adult Education and Family Literacy Act program resources and policies;
- Title IV Vocational Rehabilitation program resources and policies;
- Integrates adult education with occupational education and training and workforce preparation, as well as the creation of career pathways for youth. [USDOL TEGL 8-15]

**The Durham Local Area partners with community adult education, family literacy, and vocational rehabilitation through referrals of youth participants. Representatives from these organizations also serve on the Youth Council and the DWDB.**

16. Describe how each of the required fourteen program elements will be made available to youth. Complete the Youth Program Elements chart on the provided form. Name document: Local Area Name Youth Program Elements.

**See the attached Durham Local Area Youth Program Elements.**

17. Describe how follow-up services will be provided for youth.

**Note:** All youth participants must receive some form of follow-up for a minimum duration of twelve months.

**Youth in follow-up will meet monthly with their youth specialist to address concerns related to continue schooling, continued employment, and any comprehensive guidance and counselling needed. Youth will be assisted with reengagement in school or provided help with finding employment if they become disconnected to either activity.**

**Follow-up will be conducted via meeting in the office, over the phone, through e-mail, and other social media platforms.**

18. Provide the date and process for when the competitive procurement of the Youth Programs were completed to include any contract extensions.

**A Request for Proposals (RFP) was released for the Youth Program Elements and the Youth Framework Program on February 2, 2016. The announcement was posted on the City of Durham's website, an email was sent to interested parties on the WDB bidder's list, and an ad was run in local newspapers. A timeline was established for the rest of RFP process that outlines the dates and times for the staff to review the timeline, for the review committee to review the RFP, for the WDB to vote, and for the contracts to be negotiated for the successful bidder. Historically, once the WDB has selected a provider, the contract is initiated for one year, and the WDB may extend the contract annually for two years based on the provider's performance.**

**See the attached REVISED - Durham ADW/One-Stop Operator & Youth RFP Timeline.**

19. Attach the Local Workforce Development Board youth service providers chart, effective July 1, 2016 using the provided form. Complete each column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers.

**See the attached Durham Local Area Youth Providers.**

20. Describe how the Workforce Development Board will meet all federal and state Youth performance outcome requirements.

**The Durham Local Area will continue to implement programs that support all 14 program elements. These programs will ensure that youth receive the services to get them ready for the world of work. The daisy wheel model will assist in facilitating the youth through the program/services to direct to community partners to provide the wrap-around services it will take to get in to post-secondary education, to gain employment and to advance in employment. Monthly provider meetings will occur to discuss performance outcomes and address issues to meet/exceed goals. Providers will continue to "staff" cases to determine where the youth currently are and to establish ways to assist them in completing education/employment goals. Performance will be tracked using NCWorks Online and the FutureWorks platform to help ensure the local area is on target to meet youth outcomes.**

21. Specify if the Local Workforce Development Board plans to offer incentives for youth. If yes, attach the Youth Incentive Policy to include: a) criteria to be used to award incentives; b) type(s) of incentive awards to be made available; c) whether WIOA funds will be used and d) the Local Workforce Development Board has internal controls to safeguard cash/gift cards. Name document: Local Area Name Youth Incentive Policy.

**See the attached Durham Local Area Youth Incentive Policy.**

## **E. Policies**

1. Provide a description of the Local Workforce Development Board oversight and monitoring process including processes for program and fiscal monitoring. [WIOA Section 107(d)(8)]. Attach a copy of the monitoring policy and tools. Name document: Local Area Name Oversight and Monitoring PY 2016.

**The Durham Local Area has established a monitoring policy that outlines the requirements of the WIOA monitoring process to provide regular oversight and monitoring of its WIOA activities and those of its subrecipients and contractors.**

**WIOA Service provider contracts are monitored internally and by the state to ensure compliance with the Workforce Innovation and Opportunity Act (WIOA) and Durham Local Area contract requirements.**

**See the attached REVISED -- Durham Local Area Oversight and Monitoring PY 2016.**

**See the attached REVISED - Durham Financial Monitoring Tool.**

2. Describe processes to ensure individuals are not discriminated against on the basis of age, disability, sex, race, color or national origin. [WIOA Section 188]

**Each year, the DWDB assesses the physical and programmatic accessibilities in accordance to the Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.), Title VI of The Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972 (20 U.S.C. 1681 et seq.). The framework for providing this assessment is the Equal Opportunity Monitoring tool.**

**When new information is provided through the release of a TEGL, Policy Statement, or local area issuance on Equal Opportunity, the Program E.O. Coordinator updates all policies and procedures to reflect new federal, state, and local changes.**

**Additionally, all staff were trained in February 2016 regarding processes to ensure that individuals are not discriminated against on the basis of age, disability, sex, race, color or national origin.**

3. Attach the Local Workforce Development Board's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: Local Area Name *EO Complaint Grievance Procedure 2016*.

**See the attached Durham Local Area EO Complaint Grievance Procedure.**

4. Provide the Workforce Development Board policy(ies) on supportive services for Adults, Dislocated Workers and Youth (i.e., amount, duration, qualifying criteria). [WIOA Section 134(d)(2)]. Name document: Local Area Name *Supportive Services Policy*.

**See the attached Durham Local Area Supportive Services Policy.**

5. Does the Workforce Development Board provide Needs-Related Payments? If yes, provide the Workforce Development Board policy(ies) on Needs-Related Payments for Adults, Dislocated Workers and Youth. The policy should include amount, duration, qualifying criteria. [WIOA Section 134(d)(3)]. Name document: Local Area Name *Needs-Related Payments Policy*.

**See the attached Durham Local Area Needs-Related Payments Policy.**

6. Does the Workforce Development Board provide local Incumbent Worker Training? If yes, provide the Workforce Development Board policy for local Incumbent Worker Training. The policy should include eligibility and the non-Federal share for employers. [WIOA Section 134(d)(4)]. Name document: Local Area Name *Incumbent Worker Policy*.

**The Durham Local Area participates under the State's Incumbent Worker Grant Program and abides by the statewide policy.**

7. Does the Workforce Development Board provide local Transitional Jobs Training? If yes, provide the Workforce Development Board policy for local Transitional Jobs. [WIOA Section 134(d)(5)]. Name document: Local Area Name *Transitional Jobs Plan*.

**See the attached Durham Local Area Transitional Jobs Plan.**

**Note:** The Workforce Development Board may use not more than 10 percent of Adult and Dislocated Worker funds to provide Transitional Jobs Training.

8. Describe the Local Area's planned use of On-the-Job Training (OJT). Provide the Local Area's On-the-Job Training policy(ies). [WIOA Section 134(c)(3)(H)]. Name document: Local Area Name *OJT Policy*.

**The WDB is working towards ensuring that On-The-Job Training opportunities are individualized and based on customer need and suitability. In the past, OJTs were driven by employer demand based on Economic Development deals. Over the past two years, 32% of OJTs has ended in an unsuccessful completion. It is the hope of Durham's Workforce Development Board that created more targeted OJTs will lead to**

a higher success rate for those placed in an OJT. The DWD plans to use OJT to place participants in jobs that will lead to self-sufficiency and a viable career.

See the attached **REVISED - Durham Local Area On-the-Job Training Policy**.

9. Describe the Local Workforce Development Board's process and policy to meet priority of service requirements for Adult Training Services. If the Local Workforce Development Board has a policy, attach the document and name document: Local Area Name Priority of Service Policy.

**Priority of Service requirements are delineated in the policy approved in 2016. See the attached Durham Local Area Priority of Service Policy.**

See the attached **REVISED - Durham Local Area Priority of Service Policy**.

10. How does the Local Workforce Development Board define self-sufficiency?

**Self-sufficiency is defined as follows (*note: there are separate definitions of self-sufficiency for older youth (18-24), adults and dislocated workers*):**

- **Adult Self-Sufficiency – 220% of 70% lower living standard income level (based on family size) and availability of family health insurance benefits and not receiving public assistance, to include housing, transportation, childcare, or food stamps.**
- **Dislocated Worker Self-Sufficiency – 80% of previous compensation level and availability of family health insurance or Adult Self-Sufficiency definition, whichever is higher.**

11. Provide the Local Workforce Development Board Individual Training Account (ITA) Policy and include the following elements in summary. [WIOA Section 108(b)(19)]. Name document: Local Area Name ITA Policy.

See the attached **REVISED - Durham Local Area Individualized Training Account Policy**.

Individual Training Accounts (ITA) Summary	
Dollar Amount Limits annually	\$4,500 Maximum per year
Dollar Amount Lifetime Limits	\$9,000 limit per lifetime
Time Limits	Two Years
Degree or Certificates allowed (Associate's, Bachelor's, other)	DWDB will pay for an Associate's degree or the last two years of a Bachelor's degree or a certificate program.
Period of time for which ITAs are issued (semester, school year, short term, etc.)	ITAs are issued by the semester.
Procedures for determining	Exceptions are granted when expenditures are expected to

case-by-case exceptions for training that may be allowed	exceed that maximum training dollar amount. The Contractor's Program Manager submits a request form for the exception and the appropriate DWDB staff make the determination. See the attached ITA policy for a copy of the form.
--	--

12. Describe methods to ensure all updates and changes to the local Workforce Development Board Policies are submitted to the Division throughout the life of this Local Plan.

**The WDB approves all updates and changes that are made to the policies during their scheduled Board meetings. Once the policy changes and/or updates are approved, the WDB staff will submit the new or updated policy to the appropriate DWS planner as soon as possible.**

## **II. Regional Strategic Planning**

1. Identify the Workforce Development Boards comprising the configuration for regional strategic planning and the counties each Board serves. Provide a reference name for the regional group, if applicable.

**The North Central Region is comprised of the Capital Area Workforce Development Board, the Durham Workforce Development Board, and the Kerr Tar Workforce Development Board. The North Central Region is also part of a consortium of six boards (includes the Turning Point Workforce Board, Triangle South Workforce Board, and the Regional Partnership Workforce Board) referred to as Triangle WorkSource (TWS).**

2. Describe the vision for the region and how the Workforce Development Boards collaborate to achieve that vision. Describe the regional goals that have been established and how performance towards those goals be measured?

**North Central Region's vision: *The North Central Region envisions a competitive workforce system that consistently provides innovative solutions to match workforce skills with employer needs.***

- **Promote business partnering to enhance regional competitiveness. (*Success Indicator: regional industry advisory councils are established based on target industries*).**
  - **Lead the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives. (*Success Indicator: regional industry advisory councils are established based on target industries. Councils are consulted for career pathway development and other regional projects.*)**
  - **Develop a minimum of three regional pathways based on targeted industries for the region. (*At least three regional pathways are developed.*)**
3. Provide a brief synopsis of the region's significant accomplishments working together during the past year.
    - **Developed a regional career pathway model which will result, initially, in the development of three career pathways for three industries: IT,**

**HealthCare/Life Sciences, and Skills Trades/Advanced Manufacturing. The industries were selected based on labor market data and business feedback. The model will be used for subsequent pathways as well.**

**Durham is leading the Health and Life Science Career pathway, Capital Area is leading IT, and Kerr-Tar is leading Advanced Manufacturing pathway efforts. Sector leaders along with educational agencies (Public Schools, community colleges, North Carolina Central University and other educational organizations), workforce development, and community-based organizations meet regularly to develop the aspects needed to submit an NCWorks Certified Career pathway.**

- **Sponsored a total of four regional employer round tables to get information about regional employer needs to support pathway development. Employers from each of the three workforce areas were included, as well as K-12 and community colleges.**
- **Continued to fund a NEG project manager to manage and track the success of the region's training and OJT program.**
- **CAWDB and DWDB jointly applied for an Offender Reentry grant to provide improvement in the reentry process for incarcerated adults.**
- **Commissioned the development of a regional business services strategy. Included partners from all six regions (economic development, community college, private sector business, and chambers).**
- **Commissioned the creation of regional Industry Advisory Councils in an effort to improve workforce system outcomes related to talent issues within targeted sectors. Initial industry sectors may be Health and Life Sciences, IT and Advanced Manufacturing to align with regional career pathways. Support was solicited from regional economic development and education entities for the initiative.**

**4. Describe how the regional vision aligns with the draft NC Unified State Plan.**

**The regional vision aligns with the NCWorks Commission's 2014-2016 Strategic Plan "Preparing North Carolina's Workforce for Today and Tomorrow" in that "it takes a village" to strategically and tactically serve and support the business and individual jobseeker customers. It is understood that we will not achieve regional, or for that matter, local success until organizational alignment and integration efforts occur consistently and continuously.**

**Therefore, over the last years, we have worked to develop and enhance regional strategies that are collaborative in scope with business leaders, economic and workforce developers, and community college professionals from around the region. Understanding that each organization has its unique role within the workforce space, resource alignment (financial and human capital) and communication will further allow us to share in heightened regional successes.**

**The North Central Region's vision is to be a leader in providing innovative solutions to match workforce skills with employer needs. The strategies and programs that we plan to provide as a region directly relate to the NCWorks Commission's strategic plan as follows:**

- **Create an integrated, seamless, and customer-centered workforce system.**  
Currently all boards in the North Central Region provide integrated services through their NCWorks Career Centers. Integrated services include colocation with Wagner-Peyser as well as providing workforce services using a functional model. The North Central Boards also have a collaborative relationship with the community colleges as well as other workforce partners in the region and includes the following examples of collaborative efforts:
  - North Central Workforce Boards have excellent relationships with their economic development partners for the region, RTRP, as well as the local economic development groups. As we do currently, when economic development is working on recruitment and/or expansion projects, the workforce boards provide a workforce support plan as part of the package. Even though each board has a slightly different template, all templates include the fact that we can recruit talent from across the region by leveraging workforce board partners.
  - Capital Area has scheduled half-day joint WIOA working sessions to address how agencies will refer clients among agencies; promote the use of VOS across agencies; track common measures; and understand agency customers and intake processes. Sessions have been scheduled with all community colleges in Capital Area, and Vocational Rehabilitation. The result of these work sessions is to have a plan to meet customers where they are and provide a holistic approach to address their workforce needs and to have a formal referral process. Capital Area plans to expand this effort to other required and non-required partners after July, 1 2015 and will share all processes across the region.
- **Create a workforce system that is responsive to the needs of the economy.**  
The North Central Region understands the importance of the role of workforce development as it relates to economic development. As a region, we plan to initiate efforts and programs that support economic growth and sustainability by providing the following:
  - ✓ Identify workforce development issues, needs, and skill gaps.
    - The Capital Area Workforce Board has had a committee that has been working on the soft skills gap for the past year. One of the major accomplishments of this committee is the identification of a softskills training program for jobseekers currently used by the Charlotte Works Workforce Board. The Capital Area plans to build on this current model to add training for employers as well as youth. All trainings will be shared across the North Central Region.
  - ✓ Convene regional partners to develop strategies to address the issues, needs and skill gaps as identified.
    - As part of the regional business services strategy, industry councils will be initiated on a regional basis based on high demand/high job growth related industries. The plan is to have private-sector lead councils with membership from around the region. The councils will be supported by the community colleges as well as economic development.

- Although each board will pursue career pathways based on the needs of their local area, the North Central Region's goal is to share career pathway models and develop pathways that can be used across the region. North Central is investigating the roll out of a Career Pathway Leadership certification.
- ✓ Pursue funding and resources to support regional workforce development strategies.
- As in the past, the North Central Region will continue to pursue funding opportunities and resources that support regional efforts and initiatives. As mentioned earlier, we currently have a fee model per TWS to allow us to support regional initiatives. We are expanding the fee model through our Regional Business Services strategy to include other partners such as economic development and chambers. In the past, this included funding grant writers for regional efforts. Another example is the commission of the regional business services strategy.
- **Prepare workers to succeed in the North Carolina economy and to continuously improve their skills.**  
 In the current economic climate, businesses need training services to help upgrade skills of current employees to aid them in retaining economic competitiveness by making processes more efficient during this period where large additions are not being made to the labor force. In this current highly competitive job market, jobseekers need absolute accurate assessments of skills; remediation on how to market themselves in a competitive job market; and job referrals that are most relevant to their knowledge skills and abilities. Jobseekers and current workers also need relevant information about current and future hiring trends within the local area and commuting pattern, qualification and training requirements for current and future growth occupations, and short-term or distance training options that can enhance skills for obtaining jobs in which they are interested in obtaining. Understanding the skills required by employers of the region will help North Central Region Boards to understand what training needs to be provided and ensure that jobseekers are updated so that they make educated decisions on training programs.  
  
 The North Central Region will continue to provide training for high demand occupations and couple classroom training with work-based learning opportunities. Further, the establishment of industry councils to keep the boards abreast of employer needs will ensure that we are training and developing programs that meet the needs of employers and therefore making workers more competitive.
- **Use data to drive strategies and ensure accountability.**  
 The North Central Region will use data to drive strategies to develop programs and identify appropriate services. The key to being able to use data to drive strategies and ensure accountability is to choose the right data. The North Central Region will continue to take a comprehensive look at data by being specific about the workforce problems and opportunities that need to be addressed. One of the planned outputs of the North Central Region

**this year is the development of a Regional Labor Market Study to provide a regional perspective, workforce trends and available programs and services as well as to provide a view of the economic impact of what we provide as leader in the workforce system.**

5. Provide an analysis of the regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; and, b) knowledge and skills needed to meet the employment needs of employers in those industry sectors and occupations. Include sources used and business involvement in determining needs. [WIOA Section 108(b)(1)(A)(i)(ii) and (B)]

**The top 25 industries by 6-digit NAICS (sub-industries) for the region based on projected new jobs from 2014-2020 are delineated below. They range from 8,662 to 1,234 new jobs over the same period of time.**

<b>General Medical and Surgical Hospitals</b>
<b>Temporary Help Services</b>
<b>Elementary and Secondary Schools (Local Government)</b>
<b>Limited-Service Restaurants</b>
<b>Colleges, Universities, and Professional Schools</b>
<b>Full-Service Restaurants</b>
<b>Colleges, Universities, and Professional Schools (State Government)</b>
<b>Computer Systems Design Services</b>
<b>Offices of Physicians (except Mental Health Specialists)</b>
<b>Custom Computer Programming Services</b>
<b>Supermarkets and Other Grocery (except Convenience) Stores</b>
<b>Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)</b>
<b>Janitorial Services</b>
<b>Religious Organizations</b>
<b>Warehouse Clubs and Supercenters</b>
<b>Administrative Management and General Management Consulting Services</b>
<b>Plumbing, Heating, and Air-Conditioning Contractors</b>
<b>Telemarketing Bureaus and Other Contact Centers</b>
<b>Fitness and Recreational Sports Centers</b>
<b>Engineering Services</b>

<b>Wired Telecommunications Carriers</b>
<b>Wholesale Trade Agents and Brokers</b>
<b>Commercial Banking</b>
<b>Software Publishers</b>
<b>Corporate, Subsidiary, and Regional Managing Offices</b>

Based on projected new jobs from 2014-2020, the top 50 occupations ranging from 3,766 to 422 new jobs are as follows:

<b>Combined Food Preparation and Serving Workers, Including Fast Food</b>
<b>Registered Nurses</b>
<b>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</b>
<b>Customer Service Representatives</b>
<b>Retail Salespersons</b>
<b>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</b>
<b>Postsecondary Teachers</b>
<b>Office Clerks, General</b>
<b>Cashiers</b>
<b>General and Operations Managers</b>
<b>Laborers and Freight, Stock, and Material Movers, Hand</b>
<b>Waiters and Waitresses</b>
<b>Maids and Housekeeping Cleaners</b>
<b>Nursing Assistants</b>
<b>Bookkeeping, Accounting, and Auditing Clerks</b>
<b>Elementary School Teachers, Except Special Education</b>
<b>Software Developers, Applications</b>
<b>Landscaping and Grounds keeping Workers</b>
<b>Management Analysts</b>
<b>First-Line Supervisors of Office and Administrative Support Workers</b>
<b>Accountants and Auditors</b>
<b>Computer Systems Analysts</b>

<b>Computer User Support Specialists</b>
<b>Cooks, Restaurant</b>
<b>Teacher Assistants</b>
<b>Market Research Analysts and Marketing Specialists</b>
<b>First-Line Supervisors of Food Preparation and Serving Workers</b>
<b>Maintenance and Repair Workers, General</b>
<b>Hairdressers, Hairstylists, and Cosmetologists</b>
<b>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</b>
<b>Childcare Workers</b>
<b>Personal Care Aides</b>
<b>Sales Representatives, Services, All Other</b>
<b>Receptionists and Information Clerks</b>
<b>Business Operations Specialists, All Other</b>
<b>Construction Laborers</b>
<b>Stock Clerks and Order Fillers</b>
<b>First-Line Supervisors of Retail Sales Workers</b>
<b>Medical Secretaries</b>
<b>Team Assemblers</b>
<b>Tellers</b>
<b>Medical Assistants</b>
<b>Home Health Aides</b>
<b>Middle School Teachers, Except Special and Career/Technical Education</b>
<b>Secondary School Teachers, Except Special and Career/Technical Education</b>
<b>Preschool Teachers, Except Special Education</b>
<b>Securities, Commodities, and Financial Services Sales Agents</b>
<b>Food Preparation Workers</b>
<b>Billing and Posting Clerks</b>
<b>Software Developers, Systems Software</b>

*Source: Economic Modeling Specialist (EMSI 2015)*

**Business input per skills, education, and training needs for regional occupations and industries come from many places including, but not limited to, Economic Modeling Specialist (EMSI), the 2014 Skills Survey of NC Employers, Research Triangle Cleantech Cluster, Regional industry-specific roundtable discussions to include employers and education entities, the Home Builders Association of Durham, Orange & Chatham Counties and NC Triangle Apprenticeship Program (NCTAP) participants.**

**A common theme among industries is the need for high-level softskills to include critical thinking/problem solving, communications and various facets of work ethic-related skills. Aging workforce was cited as a challenge for construction-related occupations including plumbing and HVAC, while the need for progressive multi-tasking abilities is a focus of healthcare positions. Company culture continues to be a considerable factor in talent acquisition. Businesses also continue to tell us that the Middle Skills is an area in which they are increasing focus on their recruitment efforts as a four-year degree student does not always come out with the technical skills needed to accomplish tasks. As the North Central Region continues to collaborate with workforce partners all of these elements will be considered.**

6. Provide a thorough analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Section 108(b)(1)(C)]

**The region's labor force was 869,551 (LEAD) with a 10.6% projected increase between 2014 and 2020, which surpasses the nation's projected jobs increase of 6.4% during the same period of time. The average earned annual wage was \$52,284 compared to the national average of \$51,444 as of 2015Q4 (JobsEQ).**

**The unemployment rate for individuals with no previous work experience is 18%, trending higher than the national average of 16%.**

**The industry unemployment rate for Accommodations and Food is 8% (9% nationally) and Retail is 12% (11% nationally). Professional, Scientific and Technical Services, which includes Sales, Marketing, Accounting, Engineering, IT, and more is 8% compared to the national average of 5%. Manufacturing is only 8% compared to the nation's 10%. Construction has gained much traction over the last several years with an unemployment rate of 4% compared to the nation's 6%. The above information is based on the high-level (2-digit NAICS) industry sectors. Not all industries are included above. There is a distinct difference in the unemployment between urban and rural areas as well as wages and types of opportunities. (Source: EMSI. 2016Q1 Dataset)**

**Those with barriers, such as high school drop-outs and those who are former offenders are further elevating their likelihood that they will experience a longer timeframe from job search to landing a position, and one that provides a sustainable living. As a result, having multiple jobs, simultaneously, is more likely to occur with these populations in order for them to make a living and raise a family.**

**Our regional education entities are producing more talent than what we have job demand for and vice versa. Example:**

**2013-2014 Educational Completions by Occupation Group (Associates thru Doctoral)**

<b>Engineering</b>	<b>3,102</b>
<b>Business Admin. &amp; Mgt</b>	<b>2,442</b>
<b>Computer &amp; Math</b>	<b>2,145</b>
<b>Healthcare</b>	<b>1,841</b>
<b>Biological</b>	<b>1,424</b>
<b>Psychology</b>	<b>677</b>
<b>Law</b>	<b>616</b>
<b>Accounting</b>	<b>575</b>
<b>Construction</b>	<b>116</b>

Source: JobsEQ®

Data as of the 2013-2014 academic year, related occupation data as of 2015Q4

7. Describe strategies and services used to coordinate workforce development programs and economic development. [WIOA Section 108(b)(4)(A)(iii)]

**The North Central Region workforce boards partner with economic development on a regular basis to support recruitment and expansion needs across the region. Activities include, but are not limited to, are listed below:**

- **visits to build awareness about short-term training opportunities with national industry recognized certifications;**
- **coordinating education summits, providing workforce plans for recruiting projects;**
- **economic incentives or awarded capital improvement projects (buildings, infrastructure); and**
- **membership and involvement with local chambers of commerce; and joint business visits.**

**Additionally, BSRs develop partnerships with the Economic Development Partnership of North Carolina to assist with the workforce needs of existing, expanding, and emerging business. For the Durham Workforce Development Board, companies receiving economic incentives or awarded capital improvement projects (real and personal property) from the City of Durham utilize the NCWorks Career Center for recruitment assistance. Business contacts for potential incentives often come from the local chamber of commerce and economic development staff within the City of Durham. The BSR and career center manager meet with the business to learn of temporary constructions jobs (when relevant) as well as**

permanent positions. Account management is provided by an Employer Services Team staff member within the career center. This staff person works with the business and communicates job opportunities with center partners. Recruitment assistance is tailored to the needs of the business with the purpose of assisting the business with hiring local talent and includes On-the-Job Training when conducive. NCWorks staff participate in government initiatives to reduce poverty/homelessness through providing career search/placement and training activities to assist those most affected by joblessness. Efforts are made to connect these populations with employment opportunities within companies that receive economic incentives or are awarded building or infrastructure projects and training through grants in in-demand industries where the trainee applicant pool is sourced primarily from neighborhoods around downtown.

The BSRs partner with the local Chamber of Commerce and Economic Development Partnership of North Carolina to assist with the workforce needs of existing, expanding and emerging business. Efforts are made to connect individuals affected by layoffs/closures with like-companies that are hiring. The BSR partners with entities including the Chamber of Commerce and the North Carolina Biotechnology Center to assist with leads. The BSR serves on the workforce and economic development task forces and committees such as the City of Durham's BSR serves on the Small Business Advisory Panel and Capital Area Workforce Development BSR services on chair of the CleanTech Workforce Development task force as well as the NC Technology Association.

8. Describe how the business services resources of each of the Workforce Development Boards work together on a regional basis to serve employers across the labor market.

CAWDB's Executive Director, in conjunction with five other workforce board Directors within our labor market, meets regularly to identify joint initiatives that improve collaboration and achieve greater employment successes throughout the region and within each local area.

One regional effort that began several years ago, but continues to be how we do business is employing Regional Talent Pools to support the demands of local area businesses has been a successful strategy. How it works: Based on the geographic location of a business, a Business Services Consultant in that area will pull top qualified talent from across the vast region, based on migration patterns to and from the business. The Boards worry less about what local area the talent is from and more about the quality of talent referrals to the business. If On-the-Job Training (OJT) funds are employed to address a new hire skills gap, the Business Services Consultant can write OJTs on any eligible talent within the region.

The Regional Talent Pool effort, likewise, supports local economic development recruitment and existing industry projects due to the large volume of talent needs per project. The Regional Talent Pool approach is the best way to secure the most qualified talent for new businesses to the area and the growth of existing businesses.

Currently CAWDB, Kerr-Tar, and Durham areas are creating regional Industry Advisory Councils. The purpose of the Industry Advisory Council (IAC) is to

improve workforce system outcomes through meaningful dialogue about talent issues. The sectors targeted for development of IACs are IT, Healthcare, Life Sciences and Skilled Trades. Members are volunteers made up of NCWorks partner and business professionals with expert knowledge of job tasks and competency requirements for occupations within each industry. This forum gives members the ability to move beyond organizational silos and collaborate with the entire workforce community on solutions that are of value to everyone. As a result, the talent pipeline for industries that are important to the region's economy is strengthened.

The goal is to create a large network of business professionals who can readily be called upon to provide input on workforce system strategies. Based on the needs and priorities established, smaller groups may be formed to work on specific, separate projects. For this reason, it is important that members come from a variety of backgrounds and geographies to ensure a variety of perspectives.

9. Outline regional transportation issues related to workforce development and ways the region is/will address needs identified. Include a description and/or map of the regional commuting patterns. [WIOA Section 108(b)(11)]

**In the rural Kerr-Tar local area there are no mass transit options. Travel reimbursements are made to jobseekers and training customers, and contracts are made with two Regional Transit Authority systems in the region.**

**In Johnston County, part of Capital Area Workforce Development Board, there is no mass public transportation either. Contracts are in place with JCATS, a private transportation company. For Wake County more rural areas without mass public transportation, youth contractors utilize a van to help with youth transportation.**

**Within Durham, primary transportation issues include the following:**

- **Lack of fixed route bus service to the northern part of the county - This issue is being addressed through discussions with the regional bus service and businesses to explore the feasibility of implementing ride-share programs.**
- **Commute time from northern part of the county southward - This issue is being addressed by the State's current construction of the new highway referred to as I-885 which will reduce transit time from I-85 southward.**
- **Timely/effective transit between counties - This issue is being addressed through the light rail project currently planned between Durham and Orange Counties.**

#### **Commuting data for the North Central Region**

<b>Capital Area WDB Commuting Patterns</b>			
	<b>Into</b>	<b>Out of</b>	<b>Total who work and live in county</b>
Johnston County	22381	49401	20805
Wake County	246275	147298	275010
<b>Capital Area Totals</b>	<b>268656</b>	<b>196699</b>	<b>295815</b>

<b>Durham WDB Commuting Patterns</b>			
	<b>Into</b>	<b>Out of</b>	<b>Total who work and live in county</b>
Durham	124455	58640	58410
<b>Durham</b>			
<b>Totals</b>	<b>124455</b>	<b>58640</b>	<b>58410</b>
<b>Kerr-Tar WDB Commuting Patterns</b>			
	<b>Into</b>	<b>Out of</b>	<b>Total who work and live in county</b>
Caswell	1508	11197	1230
Franklin	5856	23430	4532
Granville	8961	15851	5280
Person	4276	11737	5064
Vance	8909	11364	6500
Warren	1497	8528	1322
<b>Kerr-Tar</b>			
<b>Totals</b>	<b>31007</b>	<b>82107</b>	<b>23928</b>
	<b>Into</b>	<b>Out of</b>	<b>Total who work and live in the Area</b>
<b>Combined</b>			
<b>Areas</b>	<b>424,118</b>	<b>337,446</b>	<b>378,153</b>

10. Describe how the region coordinates with area secondary education, community colleges and universities to align strategies, enhance services and avoid duplication of services.  
[WIOA Section 108(b)(10)]

**Stronger collaborations have occurred in the region with secondary education since the 1000 and 100 initiative took place. The result is more joint efforts are taking place with community colleges and universities to align strategies for outreach to businesses across all boards in the region. As well as with the Job Driven Initiative National Emergency Grant, boards in the North Central Region are collaborating and working together to ensure that the training provided directly relates to the high-growth high demand industries. The Boards share a Regional Project coordinator who coordinates reporting, adding programs, and has worked diligently to ensure the boards and community college are working collaboratively and staying on track to achieve program goals.**

**Representatives from Durham Technical Community College (D Tech), North Carolina Central University (NCCU) and Duke University are active on the Durham workforce board and serve on board subcommittees which guide and shape the direction of the workforce system. The local area and D Tech often collaborate on providing follow up to meet the stated needs of the business.**

**Also within the Durham local area, D Tech and NCCU are often involved as partners within the NCWorks system in discussions concerning talent need or training with companies receiving economic incentives.**

**Further, D Tech is often involved in rapid response sessions and is utilized as a training provider for various grants awarded to the Durham local area including the Jobs Driven Initiative and City of Durham U.S. EPA Environmental Workforce Training grants.**

**In the Capital Area, Wake Technical Community College, Johnston Community College, and NC State University are active members of the board. CAWDB often partners with Wake Tech to apply for federal grants to enhance workforce delivery in the Capital Area.**

**North Central Region will continue to look for creative ways to collaborate with educational institutions.**

11. Provide details on how the region addresses workforce issues specifically related to its: a) cities and/or towns; b) suburban areas; and c) rural areas.

**All Boards in the North Central Region use NCWorks to ensure that they reach all businesses and jobseekers. As well, when surveys or outreach strategies for jobseekers are developed, they include the entire regional area. Business Engagement staff have responsibility to outreach to businesses in cities and towns, suburban areas, as well as rural areas to be sure that employer needs are addressed across the region. Therefore employer challenges and workforce issues regardless of the geography are addressed. Below are some specific ways that boards address workforce issues related to specific areas of their local area:**

- **In addition to one level I centers in each county, Capital Area also has five level II centers. As well, Capital Area is planning to partner with organizations in Johnston County that have a similar mission to open at least 1 level II center in Johnston County. Three of the level II centers are located in the rural parts of Wake County. Capital Area has also submitted a request to certify specialty centers and if approved plans to have at least 4 specialty centers in Wake County over the next year (2 youth centers, one National Guard Center, and one Literacy Council located centers.**
- **In the rural areas, customer service and hospitality are the most in-demand occupations. Kerr-Tar WDB and Vance-Granville Community College have worked collaboratively in introducing short-term hospitality certification training in the region. The BSR and Customized Industry training Director and the BSR are planning a “lunch and learn” to get employer input before the class starts in September 2015.**
- **The City of Durham and the County of Durham governments both utilize NCWorks Online to assist with their recruitment. Both governments participate in efforts to recruit from talent pipelines developed through specialized populations served through the NCWorks Career Centers or training grants such as the City of Durham’s U.S. EPA Environmental Workforce Training grant.**

**In addition, NCWorks staff participate in government initiatives to reduce poverty/homelessness through providing career search/placement and training activities to assist those most affected by joblessness. Efforts are made to connect residents including these populations with employment opportunities within companies that receive economic incentives and to training through grants in in-demand industries where the trainee applicant pool is sourced primarily from neighborhoods around downtown.**

12. Provide details on how the region connects military skills to occupational demands to serve military veterans and families. Include methods the region uses to promote the hiring of military veterans.

**The Local Veterans Employment Representative (LVER) staff in the Workforce Centers is part of the Talent Employment Solutions/Business Services Team. As positions become available, Veterans' applications are sought out for early review. As mandated, LVERs are integrated with the teams and centers will be working strategically to ensure integration is beneficial to the veteran population that visits our NCWorks career centers.**

**Specifically within the Durham Local Area, military veterans and families are primarily served by designated staff within the NCWorks Career Center veterans unit to assist with career paths/search. As part of the integrated service system, staff is informed of employer needs from business visitation initiatives like 1,000 in 100 and is aware of positions posted within NCWorks Online as well as training opportunities made available by various grants.**

**Capital Area is currently working with the National Guard on a pilot program to establish their Raleigh Career Center as part of the Capital Area NCWorks system. In this relationship, there is already a referral process to ensure military personnel that need assistance beyond the National Guard Career Center resources, National Guard staff has been trained in NCWorks, and the center has met all specifications outlined in the draft criteria.**

13. Describe the Workforce Development Board's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108(b)(4)(B)].

**The local boards in the North Central Region have worked in past years to ensure OJT policies for all three boards are comparable. We also have an agreement in place to ensure that employers have access to the region when looking for talent and the use of OJT.**

**Incumbent work training is administered locally (per board). However, North Central Region will work together when employer training needs are better met by "class size training".**

**Customized training/class sized training will be used on an as needed basis. As mentioned above, if the demand requires a regional approach to class size training, North Central will address the need as a region.**

**The establishment of Industry Advisory Councils (IAC) is a way to address industry and sector needs. IACs provide the opportunity for industry to have a voice in**

**education and training as well as have a leadership role in workforce development services. Recognizing the challenges and opportunities in the NCWorks North Central Region's economy and with a keen awareness that industry leads growth, regional IACs are being created to support targeted industry sectors, including IT, Health Care and Life Sciences, and Advanced Manufacturing Skilled Trades. As all workforce entities are aware, there is not one organization that is able to offer a full spectrum of education and workforce services to support the various stages of business life cycle needs; therefore the IAC includes partner representatives from a variety of organization types. IACs are regional and collaborative partnership made up of business, education, and government professionals. The partnerships seek to strengthen our region's talent pipelines through, for example, career pathway development, regional funding initiatives, and alignment of regional economic and workforce development efforts. The result will be our region's ability to recruit more businesses to the area and retain and grow existing businesses. The advisory council will serve as a mechanism to develop business services and strategies designed to meet the needs of business.**

## **PY 2016 Local Area Plan Instructions Attachment Checklist**

- X Signed copy of Consortium Agreement
- X Administrative Entity Organizational Chart
- X Workforce Development Board List (*form provided*)
- X Workforce Development Board By-laws
- X Local Area Organizational Chart
- X Local Area Certification Regarding Debarment \* (*form provided*)
- X Local Area Signatory Form\* (*form provided*)
- X Local Area Services Flow Chart
- X One-Stop Memorandum of Understanding (*guide provided*)
- X Local Area NCWorks Career Center System (*form provided*)
- X Local Area Adult and Dislocated Worker Services Providers (*form provided*)
- X Local Area Youth Program Elements (*form provided*)
- X Local Area Youth Services Providers (*form provided*)
- X Local Area Youth Incentive Policy
- X Local Area Oversight Monitoring Policies and Tools
- X Local Area Equal Opportunity Procedures
- X Local Area Supportive Services Policies
- X Local Area Needs-Related Policies (optional)
- X Local Area Incumbent Worker Training Policy (optional)
- X Local Area On-the-Job Training Policy
- X Local Area Transitional Jobs Policy (optional)
- X Local Area Individualized Training Account Policy
- X Local Area Priority of Service Policy
- X Youth Council Members List

\*Mail signed and unfolded originals to assigned Division Planner at N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, N.C. 27699-43

